

Study Scheme and Syllabus of
Master of Business Administration
(Digital Marketing)
Batch 2024 onwards



Department of Academics
IK Gujral Punjab Technical University

I.K.G.Punjab Technical University

Program Educational Objectives (PEOs)

PEO1: To inculcate knowledge in students with experiential learning and prepare them for advance study and lifelong learning.

PEO2: To develop strategic understanding of fundamental principles of business and competencies in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

PEO3: To train the students for dynamic business environment and apply their perspectives through innovation and creativity.

PEO4: To develop competencies in qualitative and quantitative techniques to analyse the business data as well as developing an understanding of economic, legal and social environment of Indian business.

PEO5: To inculcate leadership skills, professionalism, effective communication skills, interpersonal skills and team work in students so as to enable them to manage and collaborate in diverse work environments.

PEO6: To develop responsiveness to social issues and ability to identify business solutions to address the same. Students will also be able to understand the issues of business ethics.

Program Outcomes (POs)

The program outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six outcomes of MBA program are as below:

1. Business Environment and Domain Knowledge: Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvment of business enterprises and exploring the entrepreneurial opportunities.

2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

3. Global Exposure and Cross-Cultural Understanding: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

4. Social Responsiveness and Ethics: Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

5. Effective Communication: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

6. Leadership and Teamwork: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) January, 2018, AICTE, New Delhi. www.aicte.india.org)

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Courses & Examination Scheme:

Credit Distribution

Semester	Core Courses			Elective Courses			Total Credits
	No. of Papers	Credits (L+T/P)	Total Credits	No. of Papers	Credits (L+T/P)	Total Credits	
I	7	4	28	-	-	-	28
II	7	4	28	-	-	-	30
	1	2	2	-	-	-	
III	3	4	12	3	4	12	32
	1	3	3	-	-	-	
	1	1	1	-	-	-	
	2	2	4	-	-	-	
IV	3	4	12	3	4	12	26
	1	2	2	-	-	-	
Total Credits for the Course			92			24	116

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 101-18	Core Course	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Course	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Course	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Course	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Course	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Course	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Course	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	TOTAL		28	0	0	280	420	700	28

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 201-26	Core Course	Business Analytics for Decision Making	4	0	0	40	60	100	4
MBA 202-18	Core Course	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-21	Core Course	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Course	Human Resource Management	4	0	0	40	60	100	4
MBA 205-18	Core Course	Production and Operations Management	4	0	0	40	60	100	4

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MBA 206-21	Core Course	Corporate Finance and Policy	4	0	0	40	60	100	4
MBA 207-18	Core Course	Entrepreneurship and Project Management	4	0	0	40	60	100	4
MBA(BA) 208-26	Core Course	Data Visualization and Communication	2	0	0	40	60	100	2
	TOTAL		30	0	0	320	480	800	30

Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.

Third Semester

Course Code	CourseType	CourseTitle	LoadAllocations			Marks		Total	Credits
			L	T	P	Internal	External		
MBA 301-18	Core Course	Organizational Behaviour & Design	4	0	0	40	60	100	4
MBA 302-18	Core Course	Marketing Research	4	0	0	40	60	100	4
MBA(DM) 303-26	Core Course	Digital Marketing	4	0	0	40	60	100	4
	Elective Course	Elective-I	4	0	0	40	60	100	4
	Elective Course	Elective –II	4	0	0	40	60	100	4
	Elective Course	Elective –III	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE102-18	Ability Enhancement Compulsory Course(AECC)	Human Values, De-addiction And Traffic Rules(Lab/ Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Course	Seminar on Summer Training Report	2			50	-	50	2
MBA 304-18	Core Course	Comprehensive Viva Voce				-	50	50	2
	TOTAL		27	0	2	355	470	825	32

Note: Students will opt any three courses from the following electives in Semester III

List of Electives:

Course Code	CourseType	CourseTitle	LoadAllocations			Marks Distribution		Total	Credits
			L	T	P	Internal	External		
MBA(DM) 921-26	Elective Course	Social Media Marketing	4	0	0	40	60	100	4
MBA(DM) 922-26	Elective Course	Web Analytics	4	0	0	40	60	100	4

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MBA(DM) 923-26	Elective Course	Website Planning and Development	4	0	0	40	60	100	4
MBA(DM) 924-26	Elective Course	Ethical Issues in Digital Marketing	4	0	0	40	60	100	4
MBA(DM) 925-26	Elective Course	Online Advertising	4	0	0	40	60	100	4
MBA(DM) 926-26	Elective Course	Content Marketing	4	0	0	40	60	100	4

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total	Credits
			L	T	P	Internal	External		
MBA 401-18	Core Course	Corporate Strategy	4	0	0	40	60	100	4
MBA(DM) 402-26	Core Course	Search Engine Optimisation	4	0	0	40	60	100	4
	Elective Course	Elective-I	4	0	0	40	60	100	4
	Elective Course	Elective –II	4	0	0	40	60	100	4
	Elective Course	Elective –III	4	0	0	40	60	100	4
MBA 402-18	Core Course	Project/ Dissertation	4			--	100	100	4
MBA 403-18	Core Course	Workshop on Indian Ethos	2	0	0	40	60	100	2
	TOTAL		22	0	0	240	460	700	26

Note: Students will opt any three courses from the following electives in Semester IV

List of Electives:

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA(DM) 927-26	Elective	Search Engine Marketing	4	0	0	40	60	100	4
MBA(DM) 928-26	Elective	Affiliate Marketing	4	0	0	40	60	100	4
MBA(DM) 929-26	Elective	Influencer Marketing	4	0	0	40	60	100	4
MBA(DM) 930-26	Elective	E-commerce Marketing	4	0	0	40	60	100	4
MBA 975-26	Elective	Branding and Reputation Management	4	0	0	40	60	100	4
MBA 976-26	Elective	Email and Mobile marketing	4	0	0	40	60	100	4

Course Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts and principles and conventions of accounting.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

CO6: To comprehend the application of various controlling techniques in management.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line & Staff:** concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, **Staffing,** importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter, and Neharika Vohra, *Management*, New Delhi, Pearson, 2011.
- V. S. P. Rao, V. H. Krishna, *Management: Text and Cases*, Excel Books, New Delhi, 2009.
- P. Subba Rao, *Principles of Management*, Himalaya Publishing House, Mumbai, 2009.
- Andrew J. DuBrin, *Management: Concepts and Cases*, Cengage Learning, New Delhi, 2009.
- O.C. Ferrell, Geoffrey A. Hirt, and Linda Ferrel, *Business: A Changing World*, Tata McGraw Hill, New Delhi, 2015.
- Kumkum Mukherjee, *Principles of Management and Organisational Behaviour*, Tata McGraw Hill, New Delhi, 2009.
- Bateman, T. S., Snell, S. A., *Management*, Tata McGraw Hill, New Delhi, 2008.

Course Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes: After completing this course, students shall be able to:

CO1: Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Analyze the demand and supply conditions and assess the position of a company and explain the concepts of factors of production, collective bargaining and the underlying theories of factors of production.

CO4: Recognize the relationship between short-run and long-run costs and will also be able to establish the linkage between production function and cost function

CO5: Compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly and can determine price and output under different market types.

CO6: Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function: Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function.

Revenue Curve: Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and

interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.

Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.

National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications,

Inflation: Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics: Theory and Applications*, Himalaya Publishing House, 2025.
- H. Craig Peterson, and W. Cris Lewis, *Managerial Economics*, Prentice Hall of India Pvt. Ltd., 2006.
- G. S. Gupta, *Managerial Economics*, Tata McGraw Hill, New Delhi, 2011.
- Geetika, Piyali Ghosh, and Purba Roy Choudhury, *Managerial Economics*, Tata McGraw Hill Education, 2018.
- Luke M. Froeb, Brian T. McCann, and Michael R. Ward, and Michael Shor, *Managerial Economics: A Problem Solving Approach*, Cengage Learning, New Delhi, 2018.
- A. Koutsoyiannis, *Modern Microeconomics*, Palgrave Macmillan, New Delhi, 2005.
- Christopher R. Thomas, and S. Charles Maurice, *Managerial Economics: Concepts and Applications*, McGraw Hill Education, 2020.
- Edward Shapiro, *Macroeconomic Analysis*, Galgotia Publications, 2013.
- H. L. Ahuja, *Advanced Economic Theory: Microeconomic Analysis*, S. Chand Publishing, 2017.
- Joel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi, 1951
- K. K. Dewett, and M.H. Navalur, *Modern Economic Theory*, S. Chand Publishing, New Delhi, 2010.

MBA 103-18
Quantitative Techniques

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Course Outcomes: After completing this course, students shall be able to:

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions.

CO2: To apply the concepts of central tendency and variation in managerial decision making.

CO3: To enhance knowledge in probability theory and normality and its distribution concepts.

CO4: To understand the concept of correlation regression analysis and their applications.

CO5: To apply the learnt techniques to build the best fit route of transportation for carrying schedule of activities.

CO6: To apply the operations techniques in reality to market scenario.

Unit I

Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

Linear Programming: Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.

Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Richard I. Levin, David S. Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi, 2008
- Barry Render, Ralph M. Stair, Michael E. Hanna, Trevor S. Hale and T.N. Badri, *Quantitative Analysis for Management*, Prentice Hall of India, New Delhi, 2016.
- Andrew F. Siegel, *Practical Business Statistics*, 5th Edition, McGraw Hill Irwin, New York, 2001.
- David M. Levine, Timothy C. Krehbiel, and Mark L. Berenson, *Business Statistics: A First Course*, 4th Edition, Pearson Education, 2013.
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, and R. Kipp Martin, *An Introduction to Management Science: Quantitative Approaches to Decision Making*, South Western Cengage Learning, 2011.
- Hamdy A. Taha, *Operations Research: An Introduction*, Pearson, New Delhi, 2017.
- Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag, and Preetam Basu, *Introduction to Operations Research*, 9th Edition, McGraw Hill Education, New Delhi, 2017.
- N. D. Vohra, and Hitesh Arora, *Quantitative Techniques in Management*, McGraw Hill Education, 2026.
- J. K. Sharma, *Operations Research: Theory and Applications*, 5th Edition, Macmillan India Ltd., 2012.
- Wayne L. Winston, S. Christian Albright, Mark Broadie, *Practical Management Science*, Duxbury Thomson Learning, 2016.
- C. B. Gupta, V. Gupta, *An Introduction to Statistical Methods*, Vikas Publishing House, 2009.

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MBA 104-18
Accounting for Management and Reporting

Course Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Course Outcomes: After completing this course, students shall be able to:

CO1 – To familiarize the students about the basic concepts, principles and process of accounting and to make them aware about the formats of financial statements of public limited, banking and insurance companies.

CO2 – To explain the students about the concepts of cost and various intricacies for preparing the cost sheet.

CO3 – To acquaint students about the decision making techniques using the concepts of marginal costing, standard costing and budgetary control.

CO4 – To enable the students to analyse financial statements using various tools for financial analyse and interpret the financial position of a business organization.

CO5 – To familiarize the students about the contemporary developments in the accounting.

CO6 – To make students aware about the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis-Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV

Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- N. L. Ahuja, and Varun Dawar, *Financial Accounting and Analysis*, Taxmann Publications, 2023.
- M. Y. Khan, and P. K. Jain, *Management Accounting*, Tata McGraw Hill, 2021.
- J. Madegowda, *Accounting for Managers*, Himalaya Publishing House, 2024.
- Charles T. Horngren, Gary L. Sundem, David Burgstahler, William O. Stratton, and Jeff Schatzberg, *Introduction to Management Accounting*, Pearson Education Asia, 2013.
- N. Ramachandran, and R. Kakani, *Financial Accounting for Management*, Tata McGraw Hill, 2017.
- Jawahar Lal, *Accounting for Management*, Himalaya Publishing House, 2020
- I. M. Pandey, *Essentials of Management Accounting*, Vikas Publishing House, 2018.
- A. Sehgal, and D. Sehgal, *Advanced Accounting: Financial Accounting I*, Taxmann Publications, 2008.
- M. C. Shukla, T. S. Grewal, and S.C. Gupta, *Advanced Accounts, Vol. I and Vol. II*, S. Chand and Company Ltd., 2016.
- Barry Elliott, and Jamie Elliott, *Financial Accounting and Reporting*, Pearson Education, 2019.
- Charles H. Gibson, *Financial Reporting and Analysis: Using Financial Accounting Information*, South Western Cengage Learning, 2012.
- Noel Christopher, and Robert Parker, *Comparative International Accounting*, Prentice Hall, 2020.
- S. K. Bhattacharyya, and John Dearden, *Accounting for Management: Text and Cases*, Vikas Publishing House, 2009.
- M.N. Arora, *Cost Accounting: Principles and Practice (14th edition)*, Vikas Publishing House, 2024.

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MBA 105-18
Business Environment and Indian Economy

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

Course Outcomes: At the end of the course, student should be able to:

CO 1: Outline how an entity operates in a complex business environment.

CO 2: To systematically learn impact of legal & regulatory, macroeconomic, cultural, political, technological, global and natural environment on Business enterprise.

CO 3: To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.

CO 4: To describe how various types of economic systems play a significant role in the success of a business.

CO 5: To understand the nature of Indian Economy and various issues relating to Indian Economy having a direct or indirect impact on business environment.

CO6: To discuss various development strategies in India.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic

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Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

Unit IV

Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector

Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Paul Justin, *Business Environment*, McGraw Hill Education, 2018.
- V. K. Puri, S. K. Misra, *Economic Environment of Business*, Himalaya Publishing House, 2022.
- A.C. Fernando. *Business Environment*, Latest Edition, Pearson Education India, New Delhi. 2011
- Francis Cherunilam. *Business Environment: Text and Cases*, Himalaya Publishing House, Mumbai, 2025.
- K. Aswathappa, and Lalitha Raman, *Essentials of Business Environment*, Latest Edition, Himalaya Publishing House, Mumbai, 2025.
- Government of India, *Five Year Plan Documents*, Planning Commission.

Business Ethics and Corporate Social Responsibility

Course Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Course Outcomes: At the end of the course, the student will be able to:

CO1: To integrate and apply contemporary Ethics & Governance issues in a business context

CO2: To analyse and apply ethics to contemporary business practices.

CO3: To analyse key perspectives on corporate social responsibility and their application.

CO4: To evaluate different corporate ownership structures and their key governance features.

CO5: To understand the ethical decision making, ethical reasoning, the dilemma resolution process.

CO6: To analyse and apply corporate governance perspectives to contemporary business practices.

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

I.K.G.Punjab Technical University

Corporate Governance: Introduction, Need, Models.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- A. C. Fernando, *Business Ethics and Corporate Governance*, Pearson Education, 2019.
- Manuel G. Velasquez, *Business Ethics: Concepts and Cases*, PHI Learning, 2011.
- B. N. Ghosh, *Business Ethics and Corporate Governance*, Tata McGraw Hill, 2017.
- Thomas M. Garrett, *Business Ethics*, The Times of India, Bombay Press, 1966.
- Peter Pratley, *The Essence of Business Ethics*, Prentice Hall of India, 1995.
- S. K. Chakraborty, *Ethics in Management: Vedantic Perspectives*, Oxford University Press, 1995.
- Keith Davis, *Business and Society*, McGraw Hill, 1975.

Course Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.

CO2 – To learn the listening skills and comprehend the value of business etiquettes

CO3 – To comprehend Non – Verbal communication skills and its application for effective Communication.

CO4 – To learn the skills of writing effective business messages, letters and reports

CO5 – To develop the presentation skills and learning to organize and structure a Presentation using visual aids

CO6 – To prepare the students for interview, employment messages and resume writing skills

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- John M. Penrose, Robert W. Rasberry, and Robert J. Myers, *Business Communication for Managers: An Advanced Approach (5th edition)*, Cengage Learning, 2007.
- Courtland L. Bovee, John V. Thill, and Roshan Lal Raina, *Business Communication Today (13th edition)*, Pearson, 2016.
- Ashraf M. Rizvi and Priyadarshi Patnaik, *Effective Technical Communication*, Tata Mcgraw Hills, 2024.
- Raymond Lesikar, Marie Flatley, Kathryn Rentz, and Neerja Pandey, *Business Communication*, Tata Mcgraw Hills, 2014.

I.K.G.Punjab Technical University
MBA 201-26
Business Analytics for Decision Making

Course Objective: This course aims to develop an understanding of statistical and analytical techniques for data-driven business decision-making. It focuses on data preparation, exploratory analysis and the application of descriptive and predictive models. The course also emphasizes forecasting, model evaluation and the use of analytics tools to generate meaningful business insights.

Course Outcomes: At the end of the course, the student will be able to:

CO1: Apply statistical and data preparation techniques to organize, analyze and interpret business data.

CO2: Use hypothesis testing and descriptive analytics methods to draw inferences and support decision-making.

CO3: Develop and evaluate predictive models using regression and basic machine learning techniques.

CO4: Apply time series analysis and forecasting methods to solve real-world business problems and enhance decision-making.

CO5: Use SPSS and analytical reporting techniques to interpret business data and communicate actionable managerial insights.

Unit I

Introduction to Statistics and Data: Meaning, importance and applications of statistics in business decision-making, types of data, primary and secondary data sources.

Data Preparation and Quality: Data preprocessing, data cleaning, handling missing values, data quality issues and feature creation. **Data Organization:** Classification, tabulation and construction of frequency distributions. Introduction to SPSS and basic data preprocessing using SPSS.

Sampling Techniques: Census vs sampling, probability and non-probability sampling methods, sampling errors and their relevance in analytics.

Exploratory Data Analysis (EDA): Measures of similarity and dissimilarity, dimension reduction and feature selection techniques using SPSS.

Unit II

Sampling Distributions and Hypothesis Testing: Concept of sampling distributions and standard error formulation and testing of hypotheses, errors in hypothesis testing, application of Z-test, t-test, F-test, Chi-square test, ANOVA and goodness of fit. Practical interpretation of statistical outputs generated through SPSS.

Association of Attributes: Techniques to analyze relationships among qualitative variables.

Descriptive Analytics: Data visualization techniques and interpretation.

Descriptive Modeling: Introduction to clustering and principal component analysis (PCA); interpretation of descriptive models for business insights.

Unit III

Business Forecasting and Regression: Role and methods of forecasting; correlation (partial and multiple) and regression analysis, testing assumptions such as multicollinearity, heteroscedasticity and autocorrelation.

Predictive Modeling Techniques: Introduction to linear regression, logistic regression, k-nearest neighbors and decision trees.

Model Evaluation: Techniques for assessing predictive models and their effectiveness in decision-making. Regression analysis and predictive modeling using SPSS.

Unit IV

Time Series Analysis: Components and methods of time series, trend analysis using least squares (linear and non-linear models).

Advanced Analytics Applications: Use of predictive and descriptive models in business decision-making, integration of analytics for forecasting and performance measurement. Preparation and presentation of analytical reports, interpretation of findings and managerial recommendations.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- David M. Levine, Mark L. Berenson, and Timothy C. Krehbiel, *Business Statistics: A First Course*, 8th Edition, Pearson Education, 2020.
- Richard I. Levin, David S. Rubin, Masood Husain Siddiqui, and Sanjay Rastogi, *Statistics for Management*, Pearson India, 2017.
- S. P. Gupta, *Statistical Methods*, Sultan Chand and Sons, 2021.
- G. Beri, *Business Statistics*, McGraw Hill Education, 2017.
- J. S. Croucher and D. Cronn-Mills, *Statistics for Business: Decision Making and Analysis*, 2nd Edition, McGraw Hill, 2018.
- C. R. Reddy, *Quantitative Techniques for Managerial Decisions*, Revised Edition, Himalaya Publishing House, 2019.
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Michael J. Fry, and Jeffrey W. Ohimann, *Statistics for Business and Economics*, Cengage Learning, 2023.
- Barry Render, Ralph M. Stair Jr., Michael E. Hanna, and Trevor S. Hale, *Quantitative Analysis for Management*, Pearson Education, 2017.
- Andrew F. Siegel, *Practical Business Statistics*, Academic Press, 2016.
- Foster Provost, and Tom Fawcett, *Data Science for Business*, O'Reilly Media, 2013.
- Dean Abbott, *Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst*, Wiley, 2014.
- Pang Ning Tan, Michael Steinbach, and Vipin Kumar, *Introduction to Data Mining*, 2nd Edition, Pearson Education, 2016.
- Manas Pradhan, and U. Dinesh Kumar, *Machine Learning Using Python*, Wiley, 2021.

I.K.G.Punjab Technical University
MBA 202-18
Legal Environment for Business

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

Course Outcomes: Following are the expected outcomes of the course:

CO1 - Students shall be able to understand the legal and regulatory framework of business environment.

CO2 - Students shall be able to identify the fundamental legal principles behind contractual agreements.

CO3 - Students shall be able to understand the legal provisions of sales of goods.

CO4 - Students shall be able to understand the concept of negotiable instruments as well as rules pertaining to crossing, transferring and dishonouring of negotiable instruments.

CO5 - Students shall have understanding of legal rules governing admission, retirement and death of partner and dissolution of partnership firm.

CO6 - Students shall be able to understand the legal framework relating to the process of incorporation of Joint Stock Company

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract:** Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II

Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership& Property– Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV

Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- C. L. Bansal, *Business Laws*, Taxmann Publications, 2011.
- M. C. Kuchhal, and Vivek Kuchhal, *Business Legislations for Management*, Vikas Publishing House, 2014.
- S. N. Maheshwari, and S. K. Maheshwari, *A Manual of Business Laws*, Himalaya Publishing House, 2024
- Vinod K. Singhania, Kapil Singhania, and Monica Singhania, *Direct Taxes: Law and Practice*, Taxmann Publications, 2025.
- Anil Kumar Swain, and Gopal Prasad Agrawal, *GST: Concepts and Applications*, Himalaya Publishing House, 2026.
- P. C. Tulsian, and Bharat Tulsian, *Business Laws*, McGraw Hill, 2014.

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To learn the basics of marketing, selling, marketing mix and its core concepts.

CO2 – To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.

CO3 – To equip the students with necessary skills for effective market segmentation, targeting and positioning.

CO4 – To prepare the students for understanding the various components of product mix, product life cycle and comprehend the new product development process.

CO5 – To develop an understanding of promotion mix and strategies for successful promotion.

CO6 – To gain knowledge about the emerging trends in marketing and pyramid marketing.

Unit I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development,** Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework.

Unit III

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Promoting Product : Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

Unit IV

Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E- Commerce, Understanding Digital Marketing, Understanding **Bottom of Pyramid Marketing.**

I.K.G.Punjab Technical University

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson Education, 2018.
- V. S. Ramaswamy, S. Namakumari, *Marketing Management*, McGraw Hill Education, 2018.
- Michael J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing*, Tata McGraw Hill, 2017.
- David L. Kurtz, and Louis E. Boone, *Principles of Marketing*, Cengage Learning, 2012.
- Philip Kotler, Gary Armstrong, Sridhar Balasubramanian, and Prafulla Agnihotri, *Principles of Marketing*, Prentice Hall, 2023.
- Biplab S. Bose, *Marketing Management*, Himalaya Publishing House, 2015.
- Subhash C. Jain, *Marketing Management*, Cengage Learning, 2012.
- Rajan Saxena, and Shruti Saxena, *Marketing Management*, Tata McGraw Hill, 2026.

I.K.G.Punjab Technical University
MBA 204-18
Human Resource Management

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Course Outcomes: At the end of the course, the student will be able to:

CO1- To explain the basics of Human Resource Management and analyse the evolution of HRM.

CO2- To comprehend the environment of HRM.

CO3: To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.

CO4: To understand the role of training, development, career planning and performance appraisal functions in human resource development.

CO5: To examine the provisions of employee health, safety and welfare.

CO6: To analyse the concerns of government, employees and employers in establishing Industrial relations.

CO7: To illustrate mechanisms adopted by the organizations for settlement of disputes and grievances

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line and staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM:** Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning:** Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis:** Process, methods of Job Description & Job Specification.

Unit II

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development:** concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility:** Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit III

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management-** Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL):** Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee Welfare, Social Security. **Quality Circles:** Concept, Structure, Role of Management, QCs in India.

Unit IV

Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Gary Dessler, *Human Resource Management*, Pearson, 2020.
- K. Aswathappa, *Human Resource Management: Text and Cases*, McGraw Hill Education, 2023.
- Edwin B. Flippo, *Personnel Management*, 5th Edition, McGraw Hill, 1984.
- John M. Ivancevich, *Human Resource Management*, 12th Edition, Tata McGraw Hill, 2013.
- Luis R. Gomez Mejia, David B. Balkin, and Robert L. Cardy, *Managing Human Resources*, 8th Edition, Pearson Education, 2016.
- John Bratton, and Jeff Gold, *Human Resource Management: Theory and Practice*, 6th Edition, Palgrave Macmillan, 2017.
- Mirza S. Saiyadain, *Human Resource Management*, Tata McGraw Hill, 2009.
- Dale Yoder, and Paul D. Staudohar, *Personnel Management and Industrial Relations*, Tata McGraw Hill, 1982.

I.K.G.Punjab Technical University
MBA 205-18
Production & Operations Management

Course Objective: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.

CO2: Gain an in-depth understanding of resource utilization of an organization.

CO3: Appreciate the unique challenges faced by firms in services and manufacturing.

CO4: Understand the subject as a crucial part of functional management.

CO5: Develop skills to operate competitively in the current business scenario.

CO6: Understand the concepts of inventory and purchasing management.

Unit- I

Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crosby, Taguchi.

Facility Location – importance, factors in location analysis, location analysis techniques. **Product Design and Development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

Unit- IV

JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management:** Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, Procedure.

I.K.G.Punjab Technical University

Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- B. Mahadevan, *Operations Management: Theory and Practice*, Pearson Education, 2010.
- Lee J. Krajewski, and Larry P. Ritzman, *Operations Management*, Pearson Education, 1999.
- Elwood S. Buffa, and Rakesh K. Sarin, *Modern Production/ Operations Management*, John Wiley and Sons, 2007.
- S. N. Chary, *Production and Operations Management*, Tata McGraw Hill, 2019.
- Robert Johnston, Stuart Chambers, Christine Harland, Alan Harrison, and Nigel Slack, *Cases in Operations Management*, Pitman Publishing, 2025.
- Douglas McGregor, *The Human Side of Enterprise*, McGraw-Hill, 1960.
- N. G. Nair, *Production and Operations Management*, Tata McGraw Hill, 2002.

I.K.G.Punjab Technical University

MBA 206-21

Corporate Finance and Policy

Course Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Course Outcomes: After completing the course, the students shall be able to:

CO1- To explain the evolution, objectives and functions of corporate finance and interface of corporate finance with other functional areas.

CO2- To illustrate the concept of time values of money and valuation of securities.

CO3: To comprehend the significance of capital structure theories in capital structure decisions.

CO4: To facilitate sound investment decisions based on capital budgeting techniques.

CO5: To understand the applications of approaches of working capital management.

Unit I

Introduction to Financial Management and Corporate Finance: Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager.

Time Value of Money-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Sources of Finance–Different sources of finance; long term and Short term.

Unit II

Cost of capital: concept, significance of cost of capital, specific costs and weighted average cost of capital,

Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision - Approach to Estimating the Target Capital Structure, EBIT / EPS Analysis and ROI / ROE Analysis

Unit III

Leverage–Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity

Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

UNIT IV

Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.

Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital. Methods for financing of working capital.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- I. M. Pandey, *Financial Management*, Vikas Publishing House, 2015.
- M. Y. Khan, and P. K. Jain, *Financial Management*, Tata McGraw Hill, 2018.
- Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw Hill, 2026.
- James C. Van Horne, and John M. Wachowicz Jr., *Fundamentals of Financial Management*, Prentice Hall of India, 2015.
- Richard A. Brealey, Stewart C. Myers, and Franklin Allen, *Principles of Corporate Finance*, McGraw Hill Education, 2017.
- L. M. Bhole, *Financial Institutions and Markets*, McGraw Hill Education, 2017.
- R. M. Srivastava, and Divya Nigam, *Management of Indian Financial Institutions*, Himalaya Publishing House, 2021.
- P. N. Varshney, D. K. Mittal, *Indian Financial System*, Sultan Chand and Sons, 2015.

Entrepreneurship Development and Project Management

Course Objective: To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

Course Outcomes: After completing the course, the students shall be able to:

CO1- To explain the characteristics, functions and traits of an entrepreneur.

CO2- To illustrate the concept of corporate entrepreneurship and development of the same in the organizations.

CO3: To comprehend the significance of women entrepreneurs, rural entrepreneurship and social entrepreneurship.

CO4: To examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.

CO5: To be able to develop an effective business plan.

CO6: To explain the basic concepts of project management and analyse different phases of project management viz. generation and screening of project ideas, project analysis, selection, financing, implantation and review.

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship. **Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship.

Women entrepreneurs:- Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development.

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation

Creativity and Business Idea Generation: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process.

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy, succession of Business, Selling off, bankruptcy

Reasons of failure of business plan, Reasons for the failure of entrepreneurial ventures.

Unit IV

Project Management: Concept, facets and Key Issues of project management. **Generation and screening of project ideas, Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

Project Financing: Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:** Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review:** Post Audit and Administrative Aspects.

Note: Relevant Case Studies should be discussed in class.

Suggested readings:

- Prasanna Chandra, *Projects: Preparation, Appraisal, Budgeting and Implementation*, Tata McGraw Hill, 2017.
- Vasant Desai, *Project Management and Entrepreneurship*, Himalaya Publishing House, 2017.
- David S. Clifton, and David S. Fyffe, *Project Feasibility Analysis*, John Wiley and Sons, 2012.
- Dean A. Shepherd, Robert D. Hisrich, and Michael P. Peters, *Entrepreneurship*, Tata McGraw Hill, 2016.
- Sangram Keshari Mohanty, *Fundamentals of Entrepreneurship*, PHI Learning Pvt. Ltd., 2005.
- K. Natrajan, and E. Gordon, *Entrepreneurship Development*, Himalaya Publishing House, 2022.

I.K.G.Punjab Technical University
MBA(BA) 208-26
Data Visualization and Communication

Course Objective: This course aims to develop the ability to design and communicate insights through effective data visualization techniques. It focuses on principles of visual design and hands-on application using tools such as Tableau, Power BI and Python. The course also emphasizes building interactive dashboards and storytelling skills for data-driven decision-making.

Course Outcomes: After completing this course, students shall be able to:

CO1: Apply principles of visual design and perception to create effective and meaningful data visualizations.

CO2: Develop interactive dashboards and reports using tools such as Tableau and Power BI.

CO3: Utilize Python-based visualization libraries to analyze and present data insights.

CO4: Communicate analytical findings effectively through visual storytelling to support business decision-making.

CO5: Utilize MS Excel and AI-assisted visualization tools for preparing dashboards, reports and business presentations.

Unit I

Introduction to Data Visualization: Importance of data visualization in business communication, role of visualization in decision-making, techniques for grabbing audience attention using pre-attentive attributes. Introduction to MS Excel for data organization, formatting, sorting, filtering and basic visualization.

Principles of Visual Design: Application of traditional design concepts in visual communication, Gestalt principles of visual perception.

Cognitive Aspects of Visualization: Cognitive load, clutter and visual ordering.

Designing Effective Visualizations: Use of contrast, de-cluttering techniques, principles of good visualization design, and understanding visual perception. Role of Artificial Intelligence in data visualization and business communication.

Unit II

Introduction to Tableau: Getting started with Tableau interface and environment.

Data Handling in Tableau: Connecting and managing data sources. Importing Excel datasets into Tableau and integrating spreadsheet-based analytics.

Creating Visualizations: Charts, graphs and basic visual representations.

Advanced Features: Use of aggregate functions, calculated fields and parameters.

Analytical Techniques: Table calculations and Level of Detail (LOD) expressions.

Geographical Visualization: Creating and interpreting maps.

Dashboards and Storytelling: Building dashboards, interactive visualizations, and storylines for business communication.

Unit III

Introduction to Power BI: Overview of Power BI tools and environment. Integration of MS Excel with Power BI for data modeling and dashboard creation.

Report Creation: Designing and developing interactive reports using Power BI.

Data Visualization Techniques: Use of charts, filters, slicers, and drill-down features.

Interactive Dashboards: Creating dynamic and user-friendly dashboards for business insights.

Unit IV

Visualization using Python: Introduction to visualization libraries such as Matplotlib, Pyplot, Seaborn and Bokeh.

I.K.G.Punjab Technical University

Creating Visualizations: Development of basic and advanced plots for data analysis.
Integration and Communication: Combining visualization tools and AI-assisted platforms for effective storytelling, presentation and automated insight generation.

Application in Business Context: Use of visualization techniques for communicating insights and supporting decision-making.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Cole Nussbaumer Knaflic, *Storytelling with Data: A Data Visualization Guide for Business Professionals*, Wiley, 2015.
- Alexander Loth, *Visual Analytics with Tableau*, 2nd Edition, Wiley, 2023.
- Kevin Jolly, *Hands-on Data Visualization with Bokeh*, Packt Publishing, 2018.
- G. Deckler and B. Powell, *Mastering Microsoft Power BI*, 2nd Edition, Packt Publishing, 2022.
- Manaranjan Pradhan and U. Dinesh Kumar, *Machine Learning using Python*, Wiley, 2025.

I.K.G.Punjab Technical University
MBA 301-18
Organizational Behaviour & Design

Course Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario at workplace.

Course Outcomes: Upon completion of this course, students will be able to:

CO1- To explain the basics of Organizational behaviour and various challenges for OB in national and global environment.

CO2- To illustrate the foundations of Individual Behaviour and analyse the influence of individual level factors viz. learning, personality, perception, attitude and motivation on behaviour in organizations.

CO3: To assess the significance of leadership and role of leadership styles in effectiveness of the team.

CO4: To examine the dynamics of group development, group properties and formation of organizational culture.

CO5: To demonstrate dimensions of organisational design and types of organisational structure and to analyse the influence of environment on organisational design.

CO6: To interpret the effect of political climate (conflict, power and politics) on human behaviour.

Unit I

Organisational Behaviour: Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB.

Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour.

Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behaviour modification.

Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at work place.

Unit II

Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.

Attitudes & Values: sources and types of attitude, cognitive dissonance theory, Types of attitudes at work place, attitude change.

Perception: factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.

Motivation: early and contemporary theories of motivation, application of motivation process.

Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.

Unit III

Transactional analysis: Ego states, life positions, Johari window model.

Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management.

Group Properties: Roles, norms, status, size, cohesiveness and decisions making in groups.

Stress management: sources of stress, approaches for stress management.

Organizational culture: meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences.

Unit IV

Understanding Organisations: Meaning and importance of organisations, Organisational theory, Organizational life cycle. **Organization and environment:** General vs specific environment, actual vs perceived environment, environmental uncertainty. **Organisational Design:** Meaning, factors influencing organisational design: organizational strategy, size, technology, environment. Dimensions of Organizational design: Complexity, formalization, centralization. Common organizational designs: Traditional designs and contemporary designs. Organisational structure: Meaning and Types of organisational structures.

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. **Learning Organizations:** Meaning of learning organisations, creating learning organisations.

Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Stephen P. Robbins, Timothy A. Judge, and Niharika Vohra, *Organizational Behaviour*, Pearson, 2022.
- Fred Luthans, *Organizational Behaviour*, Tata McGraw Hill, 2011.
- John W. Newstrom, *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill, 2017.
- Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew Manimala, Oi-Ling Siu, and Sharon Parker, *Organizational Behaviour*, McGraw Hill Education, 2013.
- Ricky W and Griffin, and Gregory Moorhead, *Introduction to Organizational Behaviour*, Cengage Learning, 2014.
- Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organizational Behaviour: Utilizing Human Resources*, Prentice Hall India, 2008.
- Margie Parikh, and Rajen Gupta, *Organizational Behaviour*, Tata McGraw Hill, 2017.
- K. Aswathappa, *Organizational Behaviour*, Himalaya Publishing House, 2016.
- John W. Slocum, *Fundamentals of Organisational Behaviour*, Cengage Learning, 2007.
- Mirza S. Saiyadain, *Organizational Behaviour*, Tata McGraw Hill, 2003.
- Steven L. McShane, Mary Ann Von Glinow, and Radha R. Sharma, *Organizational Behaviour*, Tata McGraw Hill, 2007.
- Udai Pareek, *Understanding Organizational Behaviour*, Oxford University Press, 2011.
- P. G. Aquinas, *Organization Structure and Design: Applications and Challenges*, Excel Books, 2012.
- Stephen P. Robbins, and Mary Mathew, *Organizational Theory: Structure, Design and Applications*, Pearson Education, 2009.

Course Objective: The course aims to provide an understanding of basic concepts, theories and statistical techniques used in research. Students will also be given exposure to use and apply SPSS.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Understand the process of marketing research and its application in managerial decision making

CO2: Identify various sources of data for marketing research.

CO3: Examine different research methods and be able to apply them.

CO4: Identify different research designs and develop a research proposal.

CO5: Design an effective questionnaire and test reliability and validity of the scales.

CO6: Apply different methods of data preparation and data analysis.

Unit I

Marketing Research: Definition, Nature and Scope for marketing decision making. Marketing Research Process. Types of Research – Descriptive research, Exploratory Research and Causal Research.

Sources of Data: Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

Unit II

Casual Research Designs: Basic designs – After-only design, Before-After design, After only with control group design, Before-After with control group design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design.

Observation Research: Direct Observation, Indirect Observation, Observational Variables. **Developing Research Proposal:** purpose, nature and evaluation, content and format.

Unit III

Questionnaire Design: Principles of Writing Questionnaire.

Reliability and Validity: Basic concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.

Unit IV

Data Preparation: Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic computations of Descriptive Statistics.

Basic Data Analytic Techniques: Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis.

Advanced Data Analytic Techniques: Correlation Analysis, Factor Analysis, Regression Analysis.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, Pearson Education, 2009.
- Donald R. Cooper, and Pamela S. Schindler, *Business Research Methods*, Tata McGraw Hill, 2017.
- Thomas C. Kinnear, and James R. Taylor, *Marketing Research: An Applied Approach*, McGraw Hill, 1996.
- Paul E. Green, and Donald S. Tull, *Research for Marketing Decisions*, Prentice Hall of India Pvt. Ltd., 2009.
- Harper W. Boyd Jr., Ralph Westfall, and Stanley F. Stasch, *Marketing Research: Text and Cases*, All India Travellers Bookseller, 1989.
- Ramanuj Majumdar, *Marketing Research*, Wiley Eastern Ltd., 1991.
- David J. Luck, and Ronald S. Rubin, *Marketing Research*, Prentice Hall of India, 1987.
- R. Nargundkar, *Marketing Research: Text and Cases*, Tata McGraw Hill, 2017.
- D. Israel, Dawn Lacobucci and Gilbert A. Churchill, *Marketing Research: A South Asian Perspective*, Cengage Learning, 2010.
- William G. Zikmund, and Barry J. Babin, *Essentials of Marketing Research*, Cengage Learning, 2006.

Course Objective: This course aims to provide a comprehensive understanding of digital marketing concepts, tools, and strategic frameworks. It focuses on developing the ability to design, implement, and evaluate digital marketing strategies by integrating consumer behavior, digital platforms, analytics, and emerging technologies.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Explain the fundamentals and evolution of digital marketing and its role in modern business.

CO2: Develop digital marketing strategies using frameworks such as RACE, AIDA, and IMC.

CO3: Apply digital marketing tools including SEO, social media, PPC, email, and mobile marketing.

CO4: Analyze marketing performance using digital metrics and analytics tools.

CO5: Evaluate digital advertising models and programmatic media strategies.

CO6: Assess the role of artificial intelligence (AI) in digital marketing and analytics.

UNIT I

Fundamentals of Digital Marketing: Fundamentals of digital marketing and its significance; comparison of traditional and digital marketing; evolution of digital marketing; digital marketing landscape; key drivers of digital transformation; understanding digital consumers and online communities; characteristics of Gen Y and netizens and their expectations and influence on digital marketing.

UNIT II

Digital Marketing Strategy: Digital marketing strategy and consumer decision journey; strategic frameworks including RACE Framework, AIDA Framework, and Integrated Marketing Communications (IMC) with 6M Framework; segmentation and customization of digital messages; digital users in India and emerging trends; digital advertising market in India; skills required in digital marketing; and development of digital marketing plans.

UNIT III

Digital Marketing Tools, Techniques and Analytics: Digital marketing terminology; Pay-Per-Click (PPC) and online marketing through social media; social media marketing; search engine optimization (SEO) techniques; keyword advertising; overview of Google Webmaster Tools and Google Analytics; affiliate marketing, email marketing, and mobile marketing; digital marketing metrics including PPC analytics, social media analytics, SEO analytics, and video and display analytics; and role of artificial intelligence (AI) in marketing analytics, Marketing Automation and Chatbots, Influencer and Personalized Marketing, Predictive Analytics in Marketing.

UNIT IV

Digital Advertising and Programmatic Media: Digital advertising concepts; display advertising; buying models and pricing mechanisms; types of advertising tools, ad formats, and placement techniques; display advertising terminology; programmatic digital advertising and automated media buying; and case study analysis of digital campaigns.

Simulation in Marketing: Concept, importance and applications; consumer behaviour simulation; digital campaign simulation; pricing and sales forecasting simulation; virtual marketplace testing; use of simulation tools in marketing decision-making; Ethical and legal issues in digital marketing.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Dave Chaffey and Fiona Ellis-Chadwick, *Digital Marketing: Strategy, Implementation and Practice*, 7th Edition, Pearson College Div, 2019.
- D. Ryan, *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, 4th Edition, Kogan Page, 2016.
- Vandana Ahuja, *Digital Marketing*, Oxford University Press, 2015.
- Seema Gupta, *Digital Marketing*, McGraw Hill Education, 2022.
- Nitin C. Kamat and Chinmay Kamat, *Digital Marketing*, Himalaya Publishing House, 2026.
- Simon Kingsnorth, *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, 3rd Edition, Kogan Page, 2022.

Course Objective: This introductory course input is intended

- a. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
- c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

Module 2: Understanding Harmony in the Human Being - Harmony in Myself! [6]

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*
 - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship [6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;
Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha*)- from family to world family!
 - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence [4]

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence
 - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics [6]

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:
 - a) Ability to utilize the professional competence for augmenting universal human order,
 - b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,
 - c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems

28. Strategy for transition from the present state to Universal Human Order:

- a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
- b) At the level of society: as mutually enriching institutions and organizations

Text Book

- R. R. Gaur, R. Sangal, and G. P. Bagaria, *A Foundation Course in Value Education*, Excel Books, New Delhi, 2009.

Reference Books

- Ivan Illich, *Energy and Equity*, The Trinity Press, Worcester and HarperCollins, USA, 1974.
- E. F. Schumacher, *Small Is Beautiful: A Study of Economics as if People Mattered*, Blond and Briggs, Britain, 1973.
- A. Nagraj, *Jeevan Vidya Ek Parichay*, Divya Path Sansthan, Amarkantak, 1998.
- Susan George, *How the Other Half Dies*, Penguin Books, London, 1976. Reprinted 1986 and 1991.
- P. L. Dhar, and R. R. Gaur, *Science and Humanism*, Commonwealth Publishers, New Delhi, 1990.
- A. N. Tripathy, *Human Values*, New Age International Publishers, New Delhi, 2003.
- Subhash Palekar, *How to Practice Natural Farming*, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati, 2000.
- Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, and William W. Behrens III, *The Limits to Growth: A Report for the Club of Rome's Project on the Predicament of Mankind*, Universe Books, New York, 1972.
- E. G. Seebauer, and Robert L. Berry, *Fundamentals of Ethics for Scientists and Engineers*, Oxford University Press, New York, 2000.
- M. Govindarajan, S. Natarajan, and V. S. Senthil Kumar, *Engineering Ethics (Including Human Values)*, Prentice Hall of India, Eastern Economy Edition, New Delhi, Latest Edition.
- B. P. Banerjee, *Foundations of Ethics and Management*, Excel Books, New Delhi, 2005.
- B. L. Bajpai, *Indian Ethos and Modern Management*, New Royal Book Company, Lucknow, 2004. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

- Value Education website, <http://uhv.ac.in>
- Story of Stuff, <http://www.storyofstuff.com>
- Al Gore, *An Inconvenient Truth*, Paramount Classics, USA
- Charlie Chaplin, *Modern Times*, United Artists, USA
- IIT Delhi, *Modern Technology – the Untold Story*

I.K.G.Punjab Technical University

HVPE 102-18

Human Values, De-addiction and Traffic Rules (Lab/Seminar)

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the seminar at least once during the semester. It will be binding for all the students to attend the seminar.

MBA(DM) 921-26 Social Media Marketing

Course Objective: This course aims to provide students with a comprehensive understanding of social media marketing. It aims to provide a basic knowledge of social media marketing concepts, enhance skills as social media marketer and start a career in social media marketing.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Gain familiarity with the fundamentals of social media in marketing, advertising and public relations

CO2: Develop an understanding of optimal use of various social media platforms for social media marketing

CO3 Enhance students' application of the concepts of Social media marketing in real life application

CO4: Analyse the importance of social media for developing an effective marketing plan and assess ways to measure its performance.

UNIT I

Basics of Social Media Marketing: Social Media Vs Traditional marketing, Social Media Marketing- Concept and Importance. Social Media Platforms- Online communities and Forums; Blogs and Microblogs, Social Networks, other contemporary social media platforms: Goals, Role in Marketing and Use as listening tools. Trends in SMM. Social Media Influencers.

UNIT II

Social media marketing Plan and Performance Measurement:) SMM Plan- Setting Goals, Determining Strategies, Identifying Target Market, Selecting Tools, Selecting Platforms, Implementation: Measuring Effectiveness - Conversion rate, amplification rate, applause rate: on page and on post level.

UNIT III

Content Creation and Sharing using Case Campaigns: Blogging, Streaming Video and Podcasting: Criteria and approach-70/20/10 with risk variants, 50-50 content, Brand Mnemonic, Brand story. Contextualizing content creation. Social Media Ethics. Practical use of digital design tools such as Canva and Adobe Photoshop for creating marketing content and social media advertisements.

UNIT IV

Concept of Social Media Analytics, Marketing through Facebook– Community building and engagement Marketing through LinkedIn – B2B lead generation and personal branding Marketing through Twitter – Driving traffic and conversations Marketing through YouTube – Viral marketing, Marketing through Instagram – Visual story telling Planning and creating multichannel, Social media strategy.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Tracy L. Tuten and Michael R. Solomon, *Social Media Marketing*, 3rd Edition, Sage Publications, 2018.
- Shiv Singh and Stephanie Diamond, *Social Media Marketing for Dummies*, 3rd Edition, Wiley, 2014.

- Vandana Ahuja, *Digital Marketing*, Oxford University Press, 2015.
- Olivier Blanchard, *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*, Que Publishing, 2011.
- Alan Charlesworth, *An Introduction to Social Media Marketing*, Routledge, 2014.
- Seema Gupta, *Digital Marketing*, McGraw Hill Education (India) Private Limited, 2026.

MBA(DM) 922-26 Web Analytics

Course Objective: This course aims to provide students with a comprehensive understanding of web and social media analytics to enable data-driven decision-making. It focuses on analyzing user behavior, interpreting digital metrics, and using analytics tools to evaluate performance and support organizational digital marketing strategies.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Understand the fundamentals of web and digital platforms used in marketing and communication.

CO2: Apply web and social media analytics techniques to track performance and user behavior.

CO3: Interpret key performance indicators and analytics metrics using standard tools.

CO4: Analyze engagement, traffic, and conversion data for business decision-making.

CO5: Develop data-driven insights and strategic recommendations.

CO6: Evaluate emerging trends and tools in web analytics.

UNIT I

Introduction to Web Analytics: Introduction to web analytics, role of websites, web applications, mobile applications, and social media platforms in digital ecosystems, usability and user experience (UX), customer experience and customer sentiment analysis, web marketing fundamentals, conversion rate optimization, brand reputation management, and competitive advantage in digital environments.

UNIT II

Web and Social Media Analytics: Overview of web and social media analytics, identification of key performance indicators (KPIs) including reach and engagement, alignment of analytics with business goals, analytics strategy development, data collection methods, data analysis techniques, measurement frameworks, and feedback systems for performance improvement.

UNIT III

Web Metrics, Tools and Measurement: Pulse metrics including page views, uptime, latency, and active users; heart metrics including happiness, engagement, adoption, retention, and task success; data collection techniques; implementation of tracking codes and tags; web and social media analytics tools; Google Analytics metrics and dashboards; social media reporting systems; and Web Analytics 2.0 framework including clickstream analysis, multiple outcome analysis, and voice of customer analysis.

UNIT IV

Advanced Analytics and Case Studies: Data interpretation and insight generation, engagement and conversion analysis, traffic source analysis, user behavior analytics, case studies in web analytics applications, and emerging trends in digital analytics with focus on continuous learning and evolving analytics technologies.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Avinash Kaushik, *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*, Wiley, 2010.
- Brian Clifton, *Advanced Web Metrics with Google Analytics*, Wiley, 2012.

- Avinash Kaushik, *Web Analytics 2.0*, Updated Edition, Wiley, 2013.
- Bernard J. Jansen, *Understanding User-Web Interactions via Web Analytics*, Springer International Publishing AG, 2009.
- Jim Sterne, *Web Metrics: Proven Methods for Measuring Web Site Success*, John Wiley & Sons, 2002.
- Saroj Kumar and Tripti Singh Chowdhury, *Social Media and Web Analytics*, 2022.
- R. Adithya Kumar, *Social Media and Web Analytics*, 2022.

MBA(DM) 923-26 Website Planning and Development

Course Objective: This course aims to equip students with strategic and technical skills required for planning, designing, and managing professional business websites. It provides an understanding of web architecture, protocols, and hosting environments, along with hands-on experience in developing responsive websites using modern web technologies. The course also focuses on website deployment, SEO, and performance evaluation using analytics tools.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Develop strategic website plans aligned with business objectives and KPIs.

CO2: Design and develop responsive websites using HTML5 and CSS3.

CO3: Implement interactivity and dynamic functionality using JavaScript and CMS tools.

CO4: Apply SEO and web optimization techniques for improved visibility and performance.

CO5: Deploy and manage websites using standard hosting and deployment practices.

CO6: Analyze website performance using web analytics tools for decision-making.

UNIT I

Strategic Website Planning & Architecture: Web strategy including ROI, branding, target audience identification, and competitor analysis; information architecture involving site mapping, navigation design, and user experience principles; wireframing and prototyping for layout design with mobile-first approach; domain management, hosting environments, SSL certificates, and comparison of shared and cloud hosting models.

UNIT II

Frontend Design with HTML5 & CSS3: HTML5 structure including semantic tags, lists, tables, and multimedia integration; CSS3 styling concepts including selectors, box model, typography, colors, and backgrounds; responsive web design using media queries, Flexbox, and Grid systems; and development of web forms with input types, validation, and structured form handling.

UNIT III

Interactivity & Dynamic Content: JavaScript fundamentals including variables, functions, operators, and event handling; DOM manipulation for dynamic content updates; introduction to server-side technologies such as PHP and CMS platforms like WordPress; and fundamentals of e-commerce including product catalog design and payment workflow structures.

UNIT IV

Launch, SEO, and Web Analytics: Search Engine Optimization (SEO) including on-page SEO, meta tags, and image optimization; website performance optimization and basic security principles; web analytics using Google Analytics (GA4) and Google Search Console; and website deployment lifecycle including testing, quality assurance, and final launch procedures.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Jon Duckett, *HTML and CSS: Design and Build Websites*, John Wiley & Sons Inc., 2011.
- Terry Felke-Morris, *Web Development and Design Foundations with HTML5*, 8th Edition, Pearson Education, 2017.
- David S. McFarland, *CSS3: The Missing Manual*, 3rd Edition, O'Reilly Media, 2012.
- Brad Williams, David Damstra and Hal Stern, *Professional WordPress: Design and Development*, 3rd Edition, Wrox Press, 2015.

MBA(DM) 924-26 Ethical Issues in Digital Marketing

Course Objective: This course aims to develop an understanding of ethical challenges in digital marketing environments in comparison to traditional marketing systems. It focuses on legal and regulatory frameworks governing data privacy and consumer protection, ethical concerns in digital communication, and the responsible use of AI, algorithms, and data-driven marketing practices.

Course Outcomes (COs): After completion of the course, students will be able to:

- CO1: Understand ethical principles and challenges in digital marketing.
- CO2: Apply global data protection laws such as GDPR and CCPA in digital practices.
- CO3: Identify and prevent unethical and manipulative digital marketing techniques.
- CO4: Evaluate ethical issues in influencer marketing and digital content communication.
- CO5: Analyze AI-driven marketing systems for bias, fairness, and transparency.
- CO6: Develop ethical guidelines for responsible digital marketing practices.

UNIT I: Foundations of Digital Ethics & CSR

Introduction to digital ethics, distinction between legal compliance and moral responsibility, ethical application of marketing mix (4Ps) in digital context, corporate social responsibility (CSR) in digital environment, digital citizenship, inclusivity in online platforms, and prevention of greenwashing in digital marketing campaigns.

UNIT II: Data Privacy and Consumer Sovereignty

Ethical aspects of data collection, web tracking, cookies, and data mining, introduction to General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA), informed consent mechanisms, transparency in digital policies, and user control over personal and behavioral data.

UNIT III: Integrity in Content and Communication

Ethical advertising standards, identification and prevention of clickbait, deceptive claims and dark patterns, influencer marketing ethics and disclosure norms, authenticity in sponsored content, ethical considerations in targeting vulnerable groups, and responsible social media communication practices.

UNIT IV: AI Ethics and Emerging Technologies

Algorithmic bias and fairness in AI-driven marketing systems, ethical use of generative AI and deepfakes, intellectual property issues in AI-generated content, digital crisis management, data breach response strategies, and maintaining consumer trust in AI-based marketing ecosystems.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- D. Chaffey and F. Ellis-Chadwick, *Digital Marketing*, 8th Edition, Pearson College Div, 2022.
- Philip Kotler, Hermawan Kartajaya and Iwan Setiawan, *Marketing 5.0: Technology for Humanity*, Wiley, 2021.
- Nitin Kamat and Chinmay Nitin Kamat, *Digital Marketing*, Himalaya Publishing House, 2022.

- Satinder Kumar and Supreet Kaur, *Digital Marketing*, Taxmann Publications, 2023.
- Shoshana Zuboff, *The Age of Surveillance Capitalism: The fight for a Human Future at the New Frontier of Power*, PublicAffairs, 2019.
- Dave Chaffey and P. R. Smith, *Digital Marketing Excellence*, 5th Edition, Routledge, 2017.
- Patrick E. Murphy, Gene R. Laczniak and Fiona Harris, *Ethics in Marketing: International Cases and Perspectives*, Routledge, 2016.

MBA(DM) 925-26 Online Advertising

Course Objectives: This course aims to develop an understanding of the technical and strategic foundations of online advertising systems. It focuses on ad auction mechanisms, programmatic advertising, campaign execution across digital platforms, performance optimization, and the impact of data privacy regulations on digital advertising ecosystems.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Understand the structure and functioning of the digital advertising ecosystem.

CO2: Design and manage search, social, and programmatic advertising campaigns.

CO3: Apply bidding strategies and optimization techniques to improve campaign performance.

CO4: Analyze advertising data to measure conversions, ROI, and attribution.

CO5: Implement tracking systems such as pixels and tag managers for campaign measurement.

CO6: Evaluate ethical and regulatory issues in digital advertising.

UNIT I

The Online Ad Ecosystem: Evolution of online advertising and display advertising systems; structure of the ad-tech ecosystem including Demand Side Platforms (DSP), Supply Side Platforms (SSP), and Ad Exchanges; advertising pricing models such as CPM, CPC, CPL, CPA, and CPV; audience targeting techniques including behavioral targeting, contextual targeting, and remarketing strategies.

UNIT II

Search Engine Advertising (SEA): Structure and functioning of Google Ads ecosystem; ad auction mechanism including Ad Rank, Quality Score, and bidding models; keyword research and match types; creation of search ad copy and ad extensions; performance-based campaigns including Performance Max and Shopping campaigns.

UNIT III

Social & Programmatic Media Advertising: Advertising on social platforms including Meta Ads Manager for Facebook and Instagram, LinkedIn B2B advertising, and YouTube video advertising formats; introduction to programmatic advertising, real-time bidding (RTB), and private marketplaces (PMP); automation in digital media buying and audience segmentation strategies.

UNIT IV

Analytics, Tracking & Ethics: Conversion tracking systems using pixels and Google Tag Manager (GTM); attribution models including first-click, last-click, and data-driven attribution; landing page optimization (LPO) and heatmap analysis; measurement of campaign effectiveness; privacy regulations including GDPR and CCPA; and the impact of cookieless tracking on digital advertising.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Shelly Rodgers and Esther Thorson, *Digital Advertising: Theory and Research*, 3rd Edition, Routledge, 2017.

- Perry Marshall, Mike Rhodes and Bryan Todd, *Ultimate Guide to Google Ads*, 6th Edition, Entrepreneur Press, 2020.
- Brad Geddes, *Advanced Google AdWords*, 3rd Edition, Wiley, 2014.
- Kevin Hartman, *Digital Marketing Analytics: In Theory and In Practice*, 3rd Edition, Ostmen Bennettsbridge Publishing Services, 2023.
- Patrick Gilbert, *Join or Die: Digital Advertising in the Age of Automation*, Mill City Press, Inc, 2020.
- Joseph Sugarman, *The Adweek Copywriting Handbook: The Ultimate Guide to Writing Powerful Advertising and Marketing Copy from One of America's Top Copywriters*, Wiley, 2007.

MBA(DM) 926-26 Content Marketing

Course Objective: Content marketing courses aim to teach students how to create, promote, and analyze valuable content that attracts and retains customers. It is designed to equip learners with the skills to plan, create, and distribute high-quality content that drives measurable business growth.

Course Outcomes: After studying this course, the students should be able to:

CO1 Understand the concept and importance of content marketing in digital marketing

CO2 Defining the Content Niche and Strategy and building brands through it.

CO3 Developing and creating different types of content for attracting customers.

CO4 Managing the complete content creation process in digital marketing landscape

Unit I

Introduction to Content Marketing: Meaning, concept and importance of content marketing along with its ecosystem, designing contents for digital media: video, blogs, and social media posts, the B.E.S.T formula, Content types, Content creation process, limitations of content marketing.

Unit II

Defining Content Niche and Strategy: Content Maturity model, six principles of content marketing, treating content as an asset, building audience personas, defining the engagement cycle, **Developing on-brand content**, Creating brand ambassadors, Enhanced branding through content marketing. Brand Positioning and Storytelling.

Unit III

Developing and Distributing Content - Analyzing current content assets, Developing different types of content, Finding good content within your organization, Creating content your audience wants, Developing an effective editorial calendar. Marketing Content and Evaluating Impact - Content Marketing Pyramid, Brief overview analytics and tracking

Content Distribution Strategies (Owned, Earned, Paid).

Unit IV

Managing the Content Process and Marketing the Content: Managing the Content creation process, Content Types, finding the content, extracting the content from employees, the Content Platform, the Content channel plan in action. Social media for Content marketing, alternative Content Promotion Techniques, measuring the impact of Content marketing, Content audit. Analyse how social media and other promotion techniques can be used for content marketing.

Note: Relevant Case Studies should be discussed in class.

Suggested readings

- Joe Pulizzi and Newt Barrett, *Get Content Get Customers: Turn Prospects into Buyers with Content Marketing*, McGraw Hill, 2009.
- Rebecca Lieb, *Content Marketing: Think Like a Publisher – How to Use Content to Market Online and in Social Media*, Que Publishing, 2011.

- Joe Pulizzi, *Epic Content Marketing: How to Tell a Different Story, Break Through the Clutter and Win More Customers by Marketing Less*, McGraw Hill, 2013.
- Kristina Halvorson and Melissa Rach, *Content Strategy for the Web*, Pearson Publishers, 2012.
- Joe Pulizzi, *Content Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses*, McGraw Hill, 2015.

MBA 401-18 Corporate Strategy

Course Objective: This course aims to familiarize the students with organization perspective from strategic viewpoint integrating different functional areas of management. The aim is to develop an understanding of how organizational strategies are formulated and implemented in a changing global environment.

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand the concepts of strategic management process and strategic decision making process.

CO2: Discuss various techniques of external as well as internal environmental analysis of business.

CO3: Explain various business level and corporate level strategies for the growth of the business along with their implications.

CO4: Illustrate the issues involved in strategy implementation and the role of leadership, communication and organizational structure in implementation of strategy.

CO5: Develop various functional plans for successful implementation of strategy.

CO6: Understand organisational systems and techniques of strategic evaluation and control.

Unit I

Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model.

Defining Strategic Intent: Vision, Mission, Goals and Objectives.

External Environment Analysis: Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

Unit II

Industry analysis- Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.

Internal Environment Analysis – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.

Business Level Strategies – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Unit III

Corporate Level Strategies – Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies.

Strategic Analysis and choice (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix).

Unit IV

Strategy Implementation– Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans.

Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Arthur A. Thompson Jr., A. J. Strickland III, John E. Gamble, and Arun K. Jain, *Crafting and Executing Strategy: The Quest for Competitive Advantage Concepts and Cases*, Tata McGraw Hill, 2019.
- Azhar Kazmi, *Strategic Management*, Tata McGraw Hill, 2020.
- Thomas L. Wheelen, and J. David Hunger, *Concepts in Strategic Management and Business Policy*, Pearson Education, 2012.
- John A. Pearce III, Richard B. Robinson Jr., and Amita Mittal, *Strategic Management: Formulation, Implementation and Control*, Tata McGraw Hill, 2017.
- Fred R. David, *Strategic Management: Concepts and Cases*, Pearson Education, 2016.
- Charles W. L. Hill, and Gareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, 2012.
- Robert A. Pitts, and David Lei, *Strategic Management: Building and Sustaining Competitive Advantage*, Thomson Learning, 2006.
- Michael E. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, 1998.

MBA(DM) 402-26 Search Engine Optimisation

Course Objective: This course aims to develop a comprehensive understanding of search engine optimization techniques and tools used to improve website visibility and performance in search engine results. It focuses on analyzing search traffic, optimizing website structure, and using tools such as Google Search Console to monitor, maintain, and troubleshoot website presence in search engines.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Explain the working of search engines and the role of SEO in digital marketing strategies.

CO2: Analyze website performance using SEO tools by interpreting metrics such as impressions, clicks, CTR, and ranking positions.

CO3: Implement effective indexing and crawling techniques including sitemap submission and URL inspection to improve search visibility.

CO4: Apply on-page and technical SEO practices such as structured data, mobile optimization, and Core Web Vitals to enhance website performance.

CO5: Identify and resolve SEO-related issues including manual penalties, crawl errors, and security problems.

CO6: Generate analytical reports and provide data-driven recommendations to improve website ranking and traffic over time.

UNIT I

Fundamentals of Search Engines and Keywords: Overview of organic search and keyword concepts; fundamentals of search engines and their importance in digital marketing; search engine working process including crawling, indexing, and ranking; keyword research techniques, keyword types, and keyword search strategies; and understanding user search intent.

UNIT II

On-Page, Off-Page and Technical SEO: On-page SEO techniques including meta tags, headings, content optimization, URL structure, and internal linking; off-page SEO including backlinks, link-building strategies, and domain authority; technical SEO including website speed, mobile optimization, structured data, and crawlability; and introduction to app store optimization.

UNIT III

Indexing, Tools and Performance Analysis: Indexing and crawling processes including coverage reports, valid and excluded pages, and sitemap submission; URL inspection and crawl analysis; performance metrics including clicks, impressions, CTR, and ranking position; use of tools such as Google Search Console; and competitor research including tools such as SpyFu for keyword and competitor analysis.

UNIT IV

Enhancements, Security and Reporting: Website enhancements including Core Web Vitals, mobile usability, and structured data (breadcrumbs, FAQ, review snippets); identification and resolution of manual actions and security issues; SEO reporting and performance tracking; and continuous monitoring and improvement strategies for long-term search visibility.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Eric Enge, Stephen Spencer, Jassie Stricchiola and Rand Fishkin, *The Art of SEO: Mastering Search Engine Optimization*, 3rd Edition, O'Reilly Media, 2015.
- Jerri L. Ledford, *Search Engine Optimization Bible*, 2nd Edition, John Wiley & Sons, 2009.
- Rand Fishkin and Thomas Høgenhaven, *Inbound Marketing and SEO: Insights from the Moz Blog*, Wiley, 2013.
- Peter Kent, *Search Engine Optimization for Dummies*, 6th Edition, 2015.
- Dave Chaffey and Fiona Ellis-Chadwick, *Digital Marketing: Strategy, Implementation and Practices*, 7th Edition, Pearson Education, 2019.

MBA 403-18 Workshop on Indian Ethos

Course Objective: The course is an attempt for the students to learn about how to apply the concepts and theories of ancient Indian management in business.

Courses Outcomes:

CO1: Comprehend and practice Indian Ethos and values system.

CO2: Applying value based management and ethical practices in business.

CO3: To gain the knowledge of management principles from Vedas and other holy books and explain the application of Indian heritage in business.

CO4: To comprehend various stress management techniques and their applications in organizations.

CO5: To describe salient features and advantages of ancient Indian system of learning.

CO6: To describe various laws of Karma and explain the concept of corporate karma.

Unit 1

Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management.

Unit 2

Work Ethos: Meaning, levels, dimensions and steps.

Values: Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

Unit 3

Stress Management: Meaning, types of stress at work, causes of stress, consequences of stress.

Techniques for Managing Stress: Meditation: Meaning, advantages for mental health and its importance in management. Brain storming, brain stilling, Yoga: Meaning, Significance.

Contemporary Approaches to Leadership- Joint Hindu Family Business—Leadership Qualities of Karta.

Unit 4

Indian Systems of Learning- Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection.

Corporate Karma: Meaning, methodologies, guidelines for good corporate karma.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- N. M. Khandelwal, *Indian Ethos and Values for Management*, Himalaya Publishing House, 2023.
- Tushar Agrawal, and Nidhi Chandorkar, *Indian Ethos in Management*, Himalaya Publishing House, 2026.
- S. K. Chakraborty, *Ethics in Management: Vedantic Approach*, Oxford University Press, 1995.
- Dwijendra Tripathi, *The Oxford History of Indian Business*, Oxford University Press, 2004.
- A. C. Fernando, *Business Ethics: An Indian Perspective*, Pearson Education, 2009.
- Irfan Habib, *The Cambridge Economic History of India, Volume 1*, Cambridge University Press, 1982.
- Swami Jitatmananda, *Indian Ethos for Management*, Ramakrishna Ashrama, 1996.
- Patrick Olivelle, *King, Governance, and Law in Ancient India: Kautilya's Arthashastra*, Oxford University Press, 2013.

MBA(DM) 927-26 Search Engine Marketing

Course Objective: This course enables students to understand Search Engine Marketing (SEM) which is a cost-effective way of generating highly relevant leads for business. Also comprehend its role in contextual targeting, which helps one to target audience based on their interests, location, demographics, time and so on. Further it equips students with necessary skills to develop an SEM campaign which is a CPC (Cost-per-click) advertisement model unlike SEO, it starts immediately and advertiser starts getting results immediately on start of the campaign

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand concepts of search engine marketing including various elements of search engine marketing plan.

CO2: Develop a comprehensive SEM strategy aligned with business objectives.

CO3: Create, structure, and manage targeted Google Ads campaigns (Search, Display).

CO4: Perform keyword research, match type analysis, and competitive analysis to identify opportunities.

CO5: Analyze campaign performance metrics and optimize for better ROI.

Unit I:

Search Engine Marketing Overview Understanding Importance Google search, Rule based personalization of marketing at internet scale, Overview of Google Ads, Bing Ads, landing pages, elements, optimization. Keyword Research Fundamentals: Tools, Search Intent, and Match Types.

Unit II:

PPC (Pay per Click) Campaigns PPC definition & its functioning, PPC Terminology - Quality Score, Conversion Rate etc., Quality Score Overview, Setting objectives, goals & expectations, Actionable metrics for performance measurements, Formulating account structure, Effective segmentation of keywords, Usage of multiple match types and Non-overlapping Ad Groups

Unit III:

Bid Management Plan Understand bidding strategy, Manual vs. Automated bid management, Different bid management features like CPA bidding, position preference etc. Google Ads bidding strategies. Top PPC bid management tips for maximizing returns.

Unit IV:

Effective landing pages and user psychology importance of UI/UX design, call-to-action, understand & connect with the user and benefit from search behavior of prospective customer. Performance tracking set campaign objectives & goals define performance metrics and monitor. Google Ads Performance Metrics: CTR, CPC, CTR, CPA, Conversion Rate. **SEM management (other techniques) re-marketing**, mobile advertising, display & video formats, optimize the display network campaigns and track & measure views through conversions.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Subhankar Das, *Search Engine Optimization and Marketing: A Recipe for Success in Digital Marketing*, CRC Press, 2021.
- Anne F. Kennedy, *Global Search Engine Marketing: Fine-Tuning Your International Search Engine Results*, Pearson Education, 2014.
- Anne F. Kennedy, *Global Search Engine Marketing: A Field Guide to Website Visibility in International Markets*, Que Publishing, 2012.
- Rebecca Cox, *Mastering Search Engine Marketing (SEM): A Guide to Paid Search Success*, Rebecca Cox, 2023.
- David Szetela and Joseph Kerschbaum, *Pay-Per-Click Search Engine Marketing: An Hour a Day*, Sybex Inc, 2010.
- Mike Moran and Bill Hunt, *Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website*, 3rd Edition, IBM Press, 2014.
- Tarek Riman, *A Beginners Guide to Paid Search Marketing: Search Engine Marketing for Beginners*, Independently Published, 2020.
- Peter Kent, *Pay Per Click Search Engine Marketing For Dummies*, Wiley, 2011

MBA(DM) 928-26 Affiliate Marketing

Course Objective: Affiliate Marketing has been designed to give you the skills, knowledge, insights and tools that will immediately help to improve your organizations marketing goals. The course covers the fundamentals of Affiliate Marketing, including an in-depth understanding of what it is and the strategies and methods required to kick-start successful affiliate marketing campaigns. The students will have a clear idea of how to enter the world of affiliate marketing and launch their own affiliate marketing campaigns.

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand the concept and working of an affiliate marketing program and platforms.

CO2: Develop an effective Affiliate marketing program that can boost your reputation.

CO3: Implement and execute an effective Affiliate marketing program

CO4: Comprehend the strategies to improve affiliate marketing

UNIT I

Introduction to affiliate marketing: How affiliate marketing works-affiliate program payment methods- cookies, cookie stuffing and affiliates-ad sense- email spam, adware, trademark bidding-tiered affiliate marketing cross selling and up selling-multi tier marketing and commissions. Affiliate marketing platforms

UNIT II

Affiliate Program Enrollment and Promotion: Enrolling in an affiliate marketing program-signing up as an affiliate-logging into your affiliate account-integrating affiliate links into your websites-monitoring affiliate performance and tracking sales - setting up an affiliate website. Promoting your affiliate program-performing market analysis and market research-market strategies establishment-affiliate marketing and organic search optimization.

UNIT III

Types of Affiliate Marketing: Types of Affiliate Marketing Search affiliates-Price comparison service website Loyalty websites-Cause related and coupon websites, Content and niche market, website, Personal weblogs and website syndicates-Email marketing and shopping, Directories Registration or co-registration affiliates-File sharing affiliates.

UNIT IV

Strategies of Affiliate Programs: Strategies to improve affiliate marketing - affiliate links and how to deal with them-promoting your affiliate program-overcoming the challenges of affiliate marketing, performing market analysis and market research-market strategies establishment-affiliate marketing and organic search optimization.

Setting Up affiliate Marketing Program - How to attract affiliates-Hosting and implementing an affiliate program-Growing your Affiliate Numbers. Affiliate network service agreement-Data feeds and customer returns. Merchants/publisher management-Affiliate program promotion and content pages, Screen Affiliates-Combating affiliate fraud.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Bruce C. Brown, *The Complete Guide to Affiliate Marketing on the Web: How to Use and Profit from Affiliate Marketing Programs*, Atlantic Publishing Group, 2009.
- Evgenii Prussakov, *Affiliate Program Management: An Hour a Day*, Sybex, 2011.
- Michael Gordon Cohen, *Affiliate Marketing 2023 – Step by Step*, Independently Published, 2023.
- Nate Mccallister, Iram Allam, Lois Stuck and Christopher Grant , *Evergreen Affiliate Marketing: Master the Mindset, Learn the Strategies and Apply the Systems Used by the World's Wealthiest Affiliate Marketers*, Independently Published, 2021.

MBA(DM) 929-26 Influencer Marketing

Course Objective: This course is designed to equip learners with the strategic, practical, and analytical skills needed to leverage creator-led content, build brand awareness, and drive ROI through authentic partnerships. Further to empower students to strategize, identify, engage, and manage social media influencers, ultimately creating high-performing campaigns that build trust and drive brand growth.

Course Outcomes: After studying this course, the students should be able to:

CO1 Articulate the role of influencer marketing within the broader digital marketing mix and distinguish between influencer types (nano, micro, macro, celebrity).

CO2 Develop a comprehensive influencer strategy, including setting SMART objectives and identifying, vetting, and pitching to the right influencers for brand alignment.

CO3 Manage the end-to-end influencer relationship, including campaign activation, content co-creation, negotiating contracts, and adhering to legal/ethical disclosure guidelines.

CO4 Track campaign performance using relevant KPIs (engagement, ROI, conversion) and utilize analytical tools to optimize future strategies.

Unit I: Fundamentals of Influencer Marketing

Introduction: Definition, evolution, and significance of influencer marketing in the digital age. **Trust Economy:** Shift from traditional advertising to creator-led word-of-mouth. **Influencer Types & Niches:** Understanding Niche, Nano, Micro, Macro, and Celebrity influencers. **Legal & Ethical Considerations:** FTC guidelines, disclosures, transparency, and avoiding fake followers.

Unit II: Strategic Planning & Influencer Selection

Campaign Strategy: Setting goals (awareness, engagement, sales) and defining the target audience. **Influencer Discovery:** Using tools (e.g., BuzzSumo, Hype Auditor, manual search) to find brand-aligned partners. **Vetting & Selection:** Evaluating engagement rates, authenticity, audience demographics, and past collaborations. **The Pitch & Outreach:** Crafting compelling pitches and building long-term relationships.

Unit III: Campaign Execution & Content Collaboration

Influencer Briefing: Developing a clear, structured campaign brief to guide content creation. **Types of Collaborations:** Gifting, sponsored posts, affiliate marketing, takeovers, and co-creation. **Negotiation & Contracts:** Managing deliverables, timelines, fee structures, and usage rights. **Managing Logistics:** Platform-specific strategies (Instagram, YouTube, TikTok).

Unit IV: Analytics, ROI, & Tools

Influencer Marketing KPIs: Measuring impressions, reach, engagement rate, click-through rates (CTR), and conversion rates. **Calculating ROI/ROMI:** Tracking direct sales, affiliate links, and UTM parameters for revenue generation. **Reporting & Analytics:** Tools for reporting (Google Analytics, Social Listening). **Future Trends:** Long-term ambassador programs and the impact of AI in influencer marketing.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Jesse Itzler and Amanda Russell, *The Influencer Code: How to Unlock the Power of Influencer Marketing*, Hatherleigh Press, 2020.
- Neal Schaffer and Stu Gray, *The Age of Influence: The Power of Influencers to Elevate Your Brand*, Brilliance Audio, 2020.
- Gordon Glenister, *Influencer Marketing Strategy: How to Create Successful Influencer Marketing*, Kogan Page, 2021.
- Jason Falls, *Influence: Reframing Influencer Marketing to Ignite Your Brand*, Entrepreneur Press, 2021.
- Impact.com, *Ultimate Guide to Influencer Marketing*, 2023.
- Mujo Learning Systems, *Influencer Marketing Fundamentals*, Mujo Learning Systems, 2018.

MBA(DM) 930-26 E-Commerce Marketing

Course Objective: This course aims to provide students with a comprehensive understanding of e-commerce fundamentals and the electronic commerce landscape, including its technologies, business models, legal challenges, and marketing strategies, enabling students to plan and implement an e-commerce business

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Understand the concept, significance of E-Commerce and comprehend the applications of ecommerce in Business and other Sectors

CO2: Analyze different e-commerce business models and their application in the digital economy.

CO3: Evaluate the key technologies, infrastructure, and payment systems required to launch a secure e-commerce website.

CO4: Develop effective digital marketing and customer relationship management (CRM) strategies for online businesses

CO5: Identify the privacy and legal issues involved in ecommerce.

UNIT I

Introduction to Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce • Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social • Various models of e-commerce, such as B2B, B2C, C2C, and M-Commerce. Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce •

UNIT II

E-Business & Applications • E-commerce in India, Trends in E-Commerce in Various Sectors, E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business, Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks. E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. **Electronic Data Interchange (EDI) in E-Business:** Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.

UNIT III

E-Commerce Technology (Internet, WWW, CMS, Website Hosting); Building an E-commerce Website; Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website. **E-Commerce Security Threats** (Phishing, Malware, Hacking); Security Solutions (Encryption, SSL/TLS, Firewalls);

UNIT IV

Privacy & Legal Issues in E-Commerce -Payment, Security, Issues Relating to Privacy and Security in E-Business • Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. • Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. • Types of Transaction Security • E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, Intellectual Property Rights and Privacy

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Kenneth C. Laudon and Carol Guercio Traver, *E-Commerce 2023: Business, Technology, Society*, 17th Edition, Pearson, 2023.
- Dave Chaffey, David Edmundson-Bird and Tanya Hemphill, *Digital Business and E-Commerce Management*, 7th Edition, Pearson, 2019.
- Gary Schneider, *Electronic Commerce*, 13th Edition, Cengage Learning, 2016.
- Efraim Turban, Judy Whiteside, David King and Jon Outland, *Introduction to E-Commerce and Social Commerce*, 3rd Edition, Springer, 2017

MBA 975-26 Branding and Reputation Management

Course Objective: To equip students with the strategic frameworks and digital tools necessary to build, maintain, and protect a brand's identity and authority in a hyper-connected online ecosystem.

Course Outcomes: After studying this course, the students should be able to:

CO1: Define and develop a consistent **Brand Identity** and voice tailored for digital platforms.

CO2: Implement strategies to monitor and manage **Online Reputation (ORM)** and consumer sentiment.

CO3: Execute **Brand Storytelling** techniques across social media and content marketing channels.

CO4: Formulate **Crisis Management** plans to mitigate digital PR threats and negative feedback

Unit 1

Digital Brand Architecture Foundations: Difference between traditional and digital branding. **Identity:** Defining Brand DNA, USP, and Value Propositions. **Visual & Verbal:** Crafting logos, color palettes, and a consistent digital "tone of voice." **Positioning:** Creating a niche in the digital marketplace and competitor benchmarking.

Unit 2

Online Reputation Management (ORM)- Monitoring: Using tools like Google Alerts, Mentions, and Brandwatch. **Review Management:** Strategies for handling Google Business Profile, Yelp, and social media reviews. **SEO for Reputation:** Pushing positive content to Page 1 and managing "Search Engine Reputation Management" (SERM). **Ethics:** Managing transparency and authenticity in brand communications.

Unit 3

Strategic Brand Engagement & Advocacy- Storytelling: Using "The Hero's Journey" and narrative frameworks in digital campaigns **Influencer Relations:** Aligning brand values with digital creators. **Community Building:** Turning customers into brand advocates through social proof and user-generated content (UGC). **Employer Branding:** Managing the brand's image on LinkedIn and Glassdoor.

Unit 4

Crisis Communication & Brand Recovery-Early Warning Systems: Identifying "Digital Fires" before they go viral. **The Response Framework:** Speed vs. Accuracy; the 5S Strategy (Speed, Sincerity, Social, Strategy, Solution).

Case Studies: Analysis of famous brand fails and successful recoveries (e.g., KFC, United Airlines, Starbucks). **Post-Crisis Audit:** Rebuilding trust and measuring brand sentiment recovery.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Alina Wheeler, *Designing Brand Identity*, Wiley, 2017.
- Al Ries, and Laura Ries, *The 22 Immutable Laws of Branding*, Harper Business, 1998.

- John Michael Morgan, *Brand Against the Machine*, Wiley, 2012.
- Lori Randall Stradtman, *Online Reputation Management for Dummies*, Wiley, 2012.

MBA 976-26 Email and Mobile Marketing

Course Objective: This course aims to provide students with a structured understanding of email and mobile marketing concepts, strategies, and tools used in digital marketing environments. It enables learners to design, implement, and manage integrated campaigns using mobile and email platforms for effective customer engagement, brand building, and performance-driven marketing.

Course Outcomes (COs): After completion of the course, students will be able to:

CO1: Demonstrate understanding of fundamental concepts of email and mobile marketing.

CO2: Apply tools and techniques for designing email and mobile marketing campaigns.

CO3: Develop integrated marketing strategies using email and mobile channels.

CO4: Design effective content for email campaigns, newsletters, and mobile advertising.

CO5: Analyze campaign performance using digital analytics tools.

CO6: Evaluate legal, ethical, and regulatory frameworks in email and mobile marketing.

UNIT I:

Introduction to Email and Mobile Marketing: Concept and scope of digital marketing, fundamentals of email marketing and mobile marketing, evolution and significance of email marketing, email marketing basics, overview of mobile devices and their marketing applications, classification of mobile devices, advantages and limitations of email marketing, objectives of email marketing, and introduction to Email Service Providers (ESPs).

UNIT II:

Campaign Tools, Techniques and Strategy: Mobile marketing communication channels including SMS, MMS, mobile applications, mobile websites, QR codes, augmented reality, and interactive voice response systems. Email marketing strategy formulation, principles of effective email content development, subject line optimization, email automation systems, campaign design principles, email marketing guidelines, and best practices in email communication.

UNIT III:

Platforms, Advertising and Campaign Execution: Mobile advertising models, mobile search marketing, programmatic advertising, mobile incentive systems, loyalty program design, and customer engagement strategies. Email marketing platforms including MailChimp architecture, account setup, subscriber list management, integration of web forms, data import processes, classification of email campaigns, newsletter design, and campaign execution methodologies.

UNIT IV:

Advanced Concepts, Analytics and Applications: Integration of mobile marketing with social media platforms, mobile content marketing strategies, mobile advertising on social platforms, location-based marketing systems, beacon technology applications, responsive web design principles, conversion optimization techniques, email and mobile marketing analytics, marketing automation systems, campaign performance measurement, regulatory compliance frameworks, and practical application using digital marketing tools.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Dave Chaffey, Fiona Ellis Chadwick, *Digital Marketing: Strategy, Implementation and Practice*, Pearson Education, 2023.
- Simon Kingsnorth, *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, Kogan Page, 2025.
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